



SCALE

FACILITATORS OF THE YEAR

2020 Cohort



USAID
FROM THE AMERICAN PEOPLE



SCALE
Strengthening Capacity in Agriculture
Livelihoods and Environment



SCALE Facilitators of the Year Initiative

JANUARY 2021

The SCALE (Strengthening Capacity in Agriculture, Livelihoods, and Environment) Award's **Facilitators of the Year (FOTY) Initiative** recognizes and celebrates program staff who are facilitating agriculture, natural resource management (NRM), or alternative livelihoods-related activities around the world.

Program staff and community workers are on the frontlines of facilitating change in the communities where they work. Having the technical knowledge related to agriculture, NRM or alternative livelihoods is essential, but not enough on its own to lead to lasting change. Equally important are trust and open communication between program staff and community members, using adult education teaching methods, sustained knowledge exchanges between farmers and agents and using participatory approaches such as demonstrations.

We asked our community to nominate individuals working on USAID/ Bureau for Humanitarian Assistance (BHA)-funded emergency or development activities who use engaging and participatory facilitation techniques, respectfully and actively listen to workshop participants and effectively draw on participants' experiences. These exceptional facilitators comprise the SCALE Facilitators of the Year 2020 Cohort, and their top facilitation tips can be found in the following pages.

Join us in celebrating their excellence and dedication to effectively facilitating change for good!

THE SCALE TEAM



TABLE OF CONTENTS

AJNABI SULTANA Nobo Jatra Bangladesh	4
ARINDA JOHN BOSCO Graduating to Resilience Uganda	4
AUGUSTIN MOONDE Tuendelee Pamoja II DRC	4
BEKALU GESESSE WASIE TRAIN Ethiopia	5
BISIMWACHASINGA CHAS FSP-Enyanya DRC	5
FIRE KETEMA SPIR Ethiopia	5
HÈRMES KAMBAZA BUCHAGUZI FSP-Enyanya DRC	6
JEAN CLAUDE MUTOMBO-TSHIBANDA Budikadidi DRC	6
KIBRET MAMO SPIR Ethiopia	6
MERAZ RAHMAN SAPLING Bangladesh	7
PAULIN NJINGULULA MUMBEYA Tuendelee Pamoja II DRC	7
RUTH NINSIIMA Graduating to Resilience Uganda	7
SULTANI BURABA MUAMMAR FSP-Enyanya DRC	8
SUSAN CAROLINE SITHOLE Go FAR II Zimbabwe	8

MEET THE FACILITATORS



AJNABI SULTANA

Nobo Jatra | World Vision International | Bangladesh

Ajnabi works in the livelihoods sector and her facilitation style is **participatory** and **beneficiary-focused**.

“Knowing participants’ backgrounds is very important to build the first rapport with the target audience. I always try to study the geographical, cultural and economic background of the audience as much as possible before facilitation. The more I know about the group, their individual personalities and the dynamics, the better I am able to plan for a successful session and a positive experience.”

ARINDA JOHN BOSCO

Graduating to Resilience | AVSI | Uganda

Arinda works in the agriculture and livelihoods sectors and his facilitation style is **passionate**, **dependable**, and **proficient**.

“Interactive demonstration helps to promote learning of a new skill, with active participation by the participants. With this technique, first I explain and perform a step, and then all the participants perform the same step under my guidance.”



AUGUSTIN MOONDE

Tuendeleo Pamoja II | Food for the Hungry | DRC

Moonde works in the agriculture, NRM, and livelihoods sectors and his facilitation style is **effective** and **communicative**.

“Learn how to listen to participants and give your full attention to their concerns. This makes them much more motivated to participate.”





BEKALU GESESSE WASIE

TRAIN | Food for the Hungry | Ethiopia

Bek works in the agriculture and livelihoods sectors and his facilitation style is **committed, persistent** and **empowering**.

“Make sure the objectives and expected outcomes are clear to participants, use a participatory approach, and occasionally use energizers like jokes or rewards to keep participants engaged.”

BISIMWACHASINGA CHAS

FSP-Enyanya | Mercy Corps | DRC

B. Chasinga works in the agriculture, NRM and livelihoods sectors and his facilitation style is **competent, optimistic** and **ambitious**.

“Always adapt to the local language, correctly using terms taken from the daily experiences of the participants (farmers) and from testimonials illustrating their farming and production realities. Regularly use icebreaker activities in local languages, referring to livelihoods, NRM, etc. This creates a connection between facilitators and participants (smallholder farmers) because the latter feel valued and are more receptive when they come together.”



FIRE KETEMA

SPIR | CARE | Ethiopia

Fire works in the agriculture, NRM and livelihoods sectors and her facilitation style is **effective, partnership-focused** and **innovative**.

“Good communication and negotiation can help change participant attitudes and encourage action.”





HERMÈS KAMBAŽA BUCHAGUZI

FSP-Enyanya | Mercy Corps | DRC

Hermès works in the agriculture sector and his facilitation style is **dynamic, innovative**, and **high quality**.

"Make sure the engagement with the community and each group within it (i.e., elders, youth, men, women) is at the center of information gathering so you can better lead discussions on shared resources like water, which can be a source of conflict."

JEAN CLAUDE MUTOMBO

Budikadidi | Save the Children | DRC

Jean Claude Mutombo works in the agriculture and livelihoods sectors and his facilitation style is **effective, innovative** and **persuasive**.

"I would advise the use of active listening in the facilitation of lessons, as it allows participants to understand that I am very attentive to their concerns and reflections and creates trust and rapid adoption of behaviors."



KIBRET MAMO

SPIR | World Vision International | Ethiopia

Kibret works in the agriculture and NRM sectors and his facilitation style is **participatory, curious**, and **values the views of others**.

"I use exercises such as folding arms to inspire participants to think and do things differently. I encourage trainees to try folding their arms naturally. I then ask them to fold their arms the opposite way. It is simple but not comfortable, and demonstrates that changing the habitual way of doing things is not easy."



SCALE Facilitators of the Year 2020 Cohort



MERAZ RAHMAN

SAPLING | Helen Keller International | Bangladesh

Meraz works in the agriculture sector and his facilitation style is **encouraging**, **accepting**, and **probing**.

“During facilitation always draw on participants’ personal experience and knowledge to promote a circulation of knowledges rather than top-down process of knowledge transfer.”

PAULIN NJINGULULA

Tuendelee Pamoja II | Food for the Hungry | DRC

Paulin works in the agriculture sector and his facilitation style is **effective** and **communicative**.

“I like to have discussion sessions around the experiences that participants have had in their fieldwork. This sharing of experiences allows everyone to learn what others have done to improve their own work.”



RUTH NINSIIMA

Graduating to Resilience | AVSI | Uganda

Ruth works in the agriculture and livelihoods sectors and her facilitation style is **resourceful**, **collaborative**, and **effective**.

“Be your true self to create powerful connections with participants.”





SULTANI BURABA MUAMMAR

FSP-Enyanya | Mercy Corps | DRC

Sultani works in the agriculture and NRM sectors and his facilitation style is **effective** and **communicative**.

"Always use the languages commonly used in the community. Also, know the name of the participants. This creates dynamism and interest in the facilitation activities."

SUSAN CAROLINE SITHOLE

Go FAR II | ADRA | Zimbabwe

Susan works in the agriculture, NRM and livelihoods sectors and her facilitation style is **motivational, inclusive** and **probing**.

"Empower your participants in an inclusive and participatory manner to build the 'I can' attitude and motivate them."





Resources

While facilitation abilities may come more naturally to some people, anyone can master the skills and techniques needed to become an excellent facilitator. Time, effort, mentorship and practice are essential, as are quality resources. Please find below a list of useful tools and guidance to help you hone your facilitation skills.

Make Me a Change Agent: An SBC Resource for WASH, Agriculture, and Livelihoods Activities

Lesson 4 of the Make Me a Change Agent (MMCA) guide is focused on Behavior Change through Effective Facilitation. With handouts on building blocks for effective facilitation, adult learning principles, and participatory activities, this resource is a great starting point for facilitators to learn more about effective facilitation skills. Accessible at: <https://www.fsnnetwork.org/resource/MMCA>

Global Learning Partners: Shareable Resource Library

Global Learning Partners has an extensive resource library for individuals and organizations related to learning assessment, design, facilitation and evaluation. Their section on Facilitation has practical tip sheets for effective facilitation, co-facilitation, work with interpreters, time management, and more. Accessible at: <https://www.globallearningpartners.com/resources/shareable-resources/>

Permagarden Toolkit: Adult Education Training Resources

This document accompanies the Permagarden Technical Manual, and serves as a resource for trainers on adult learning and participatory training. It provides methods and tools to adjust Permagarden training plans for adult audiences. It covers topics such as learning styles, adult learning principles, energizers and constructive feedback. Accessible at: <https://www.fsnnetwork.org/resource/tops-permagarden-toolkit>

REALIZE: Social and Behavioral Change for Gender Equity and Diversity

This document contains a set of participatory and experiential activities that are designed to “encourage new thought and communication patterns that motivate people to change gender norms (and other types of societal norms) that impede the success of development programming – in health, agriculture, and other sectors.” Accessible at: <https://www.fsnnetwork.org/sites/default/files/REALIZE.pdf>

About SCALE

SCALE (Strengthening Capacity in Agriculture, Livelihoods, and Environment) is an initiative funded by USAID's Bureau for Humanitarian Assistance (BHA) and implemented by Mercy Corps in collaboration with Save the Children. SCALE aims to enhance the impact, sustainability and scalability of BHA-funded agriculture, natural resource management, and off-farm livelihood activities in emergency and development contexts.

Photography credits:

Front cover photo: Chasinga Bisimwa, Mercy Corps, 2020.

Table of Contents photo: Ezra Millstein, Mercy Corps, 2019.

Back cover photo: Joni Kabana, Mercy Corps, 2011.

Contact information

Save the Children
899 North Capitol St NE, Suite 900
Washington, DC 20002
www.fsnnetwork.org/SCALE

Mercy Corps
45 SW Ankeny St
Portland, OR 97204
scale@mercycorps.org

Disclaimer:

This document is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the SCALE Award and do not necessarily reflect the views of USAID or the United States Government.



USAID
FROM THE AMERICAN PEOPLE



SCALE
Strengthening Capacity in Agriculture
Livelihoods and Environment